

The Director of Central Intelligence

Washington, D. C. 20505

19 March 1984

The Honorable Barry Goldwater
Chairman, Select Committee
on Intelligence
United States Senate
Washington, D. C. 20510

Dear Barry:

I thought that you and your Committee would be interested in an exercise we are having at CIA to get every corner of the organization involved in a reexamination of what we are, what we do and how we can do it better. I started with a talk in the Auditorium reviewing what we have done with the increased resources and new challenges we have had. To handle the greatly increased flow of information and additional challenges coming in the years immediately ahead, I asked for a searching reexamination of how we can get more out of the capabilities and resources we can expect to have.

The usual way of approaching this kind of an exercise is to organize a dozen task forces and have them labor for six months to a year to produce a report of some hundreds of pages. I wanted something which would get everyone involved and draw suggestions and reactions quickly. So I prepared a package consisting of a two-page draft of goals, principles and standards for CIA, similar statements used by star corporate performers described in the bestseller In Search of Excellence, as well as some extracts from that book.

I asked that everyone in the organization be involved in small meetings to improve my draft and generate ideas and suggestions over the following three weeks. I received a stack of responses almost three feet high. They reflected a combination of pride and concern about erosion of benefits and capabilities and about a long-term growth of layering and bureaucratic impediments to initiative and action, together with many thoughtful suggestions on how the effectiveness and dynamism of the organization could be further improved.

I read through the final submissions, made ten pages of notes on them and sent copies of those notes to [] people who had prepared the submissions from meetings in which [] people were involved. A task force of five persons worked for a week to select recommendations which would be implemented quickly and approve a CIA credo. STAT

I attach a copy of that credo, a draft of my remarks reporting on the results of this exercise, and a draft of the remarks I made in initiating it.

I think this will give you a unique insight into the kind of people and organization we have here.

Sincerely,



William J. Casey

cc: Hon. Daniel P. Moynihan, SS&I.
Attachments a/s

CIA CREED

We are the Central Intelligence Agency.

We produce timely and high quality intelligence for the President and Government of the United States.

We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

We perform special intelligence tasks at the request of the President.

We conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of the law.

We measure our success by our contribution to the protection and enhancement of American values, security and national interest.

We believe our people are the Agency's most important resource. We seek the best and work to make them better. We subordinate our desire for public recognition to the need for confidentiality. We strive for continuing professional improvement. We give unfailing loyalty to each other and to our common purpose.

We expect our leaders to demonstrate initiative, a commitment to excellence, and a propensity for action; to reward and protect us in a manner which reflects the special nature of our responsibility, our contribution, and our sacrifices; and to promote among us a sense of mutual trust and shared responsibility.

We derive our inspiration and commitment to excellence from the inscription in our foyer: "And ye shall know the truth and the truth shall make you free."

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CIA Mission and Goals

Our mission is to provide timely and high quality intelligence to the President and other policymakers, and to perform such other tasks as are assigned to us.

In accomplishing this mission we will:

Assure the earliest possible warning of foreign plans, intentions or actions to attack the United States, its interests, and its Allies worldwide.

Be alert for any foreign activities that threaten harm or damage to persons or property associated with U.S. interests.

Uncover foreign attempts to subvert the people, organizations, processes, and capabilities of the U.S. and its Allies.

Detect foreign plans to subvert or overthrow free democratic societies worldwide.

Provide the intelligence necessary for the United States to maintain its military, economic, social and political stature in the world as second to none.

In the pursuit of our mission our goals are:

To recruit, train and retain the finest people available based solely on their skill, performance, personal conduct and integrity.

To provide all employees the opportunity to develop and exercise personal competence to its fullest and to be recognized and rewarded for their performance.

To delegate authority and responsibility to the most appropriate levels.

To live a high personal code of conduct, ethics, integrity and silence.

To foster reasoned risktaking in all phases of the intelligence process.

To keep our eye on the mission, questioning how daily actions contribute to ensuring the continued quality, timeliness and objectivity of the intelligence product.

To celebrate internally our successes and learn from our defeats, accepting the fact that an intelligence organization often cannot be publicly recognized for its work or be defended to its critics.

To select as our managers people who exemplify our standards of excellence, who are role models for their subordinates, biased toward action, flexible, and teamwork oriented.

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